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BRITISH COLUMBIA

Performance Plan 2000/2001

Ministry of Attorney General

April 2000

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Introduction

The Ministry of Attorney General is responsible for the administration and delivery of justice and human rights services in the Province, as well as providing legal advice to the Government.

The Ministry delivers its programs and services in keeping with the Government's and the Attorney General's priorities and principles, as articulated in the throne speech and the Attorney General's strategic priorities. Our mandate is to protect and promote the safety and security of all British Columbians.

In planning for fiscal year 2000/2001, the Ministry will continue to ensure that public safety is paramount. Our challenge is to find ways to continue to deliver programs and services within a fiscal climate where new resources are limited.

The Ministry's performance plan provides direction within the Ministry and allows us to focus our resources on important programs and projects. It articulates our vision to the community we serve and provides openness and accountability, allowing citizens to anticipate the Ministry's direction and evaluate its progress.

By providing information about the environment in which the Ministry operates, looking at critical issues and challenges facing the Ministry, enunciating our vision, values, and goals, and setting the performance measures against which we and the public may evaluate our progress, the performance plan sets the stage for the Ministry's important work.

The performance plan is a key effort by the Ministry to address the issue of accountability. The Ministry will produce performance reports semiannually to assess the progress and results of the activities set out in this plan and wherever possible the effect on the communities. Accountability will be further demonstrated and supported by the Ministry's information resource management plan, human resource strategies, program evaluation plans and its internal audit and compliance programs.

The performance plan consists of two parts. Part I defines the strategic context, and part II contains the detailed Ministry activities for this fiscal year. Part I is from the Ministry's three-year Strategic Plan (1998-2001) previously published. The direction of the Attorney General is that the Ministry work with the communities and its justice partners to enhance its efforts in the areas of community safety, services to youth, seniors and victims of crime, crime prevention and improving the access to and delivery of services through the use of technology.

The Ministry will undertake a process in this fiscal year to develop the next multi-year strategic plan and publish a new environmental scan to reflect the changing societal factors as well as progress made since the previous study was conducted, particularly in the areas of combating organized crime, enhanced access to the justice system (e.g., reduction in court case backlogs) and alternatives to address corrections workload.

The Ministry is divided into the following branches and areas of responsibility: Communications Branch; Community Justice Branch; Corrections Branch; Court Services Branch; Criminal Justice Branch; Investigation, Inspection and Standards Office; Land Title Branch; Legal Services Branch; Liquor Control and Licensing Branch; Management Services Branch; Policy, Planning and Legislation Branch; and Public Safety and Regulatory Branch. The detailed performance plan follows this order. These branches deliver a variety of programs and services but share the core goals and values that assist the Ministry in meeting its strategic vision.

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Mandate

In Canada, constitutional responsibility for the justice system is shared by the federal and provincial governments.

The federal government legislates the criminal law and procedures and the laws relating to divorce, immigration, admiralty matters, bankruptcy and interprovincial trade and commerce. It is also responsible for prosecuting drug offenses, providing penitentiaries and appointing Superior Court judges.

Provincial governments are responsible for the administration of justice, including the operation of all courts, the prosecution of criminal code offenses, the provision of correctional services, the provision of policing and law enforcement, and the appointment of Provincial Court judges. The provinces are also responsible for civil law other than in specific areas of federal authority, such as divorce.

In British Columbia, the Attorney General is the chief law officer for the province and the official legal advisor to the Lieutenant Governor and the members of Cabinet responsible for legal affairs. The Ministry of Attorney General is responsible for the administration and delivery of justice services throughout British Columbia. The Ministry's programs can be broadly grouped into four areas: criminal, civil/family, administrative and regulatory. In addition, the Ministry is responsible for human rights, British Columbia 2000, as well as a number of independent agencies, boards and commissions.

Mission

The Ministry of Attorney General will deliver programs within its constitutional responsibilities which:

- protect the safety and security of British Columbians
- maintain an independent, impartial and accessible justice system, and
- provide high quality legal advice and services to Government

Values

The Ministry of Attorney General is a supportive employer committed to delivering effective services in accordance with the following values:

- Independence and Impartiality
- Fairness
- Efficiency
- Affordability
- Quality
- Partnership
- Innovation and reform

Vision

The Ministry of Attorney General will strive, in partnership with others, to help build a province where:

- citizens are confident in the integrity of their public institutions
- people feel safe and secure at home and in their communities
- civil disputes are effectively and sensitively resolved
- access to justice processes is timely and affordable
- communities actively participate in the justice system
- businesses and individuals can prosper in a fair and effective regulatory environment
- diverse cultures are valued and respected

Goals and Strategies

The Ministry will progress toward its stated vision by accomplishing its goals. The strategies to achieve these goals include continual improvements to existing programs and services as well as new measures to effectively respond to an ever changing and complex environment.

Goals	Strategies
#1 Enhance community safety and the public's sense of security	• Increase the use of crime prevention initiatives to deter crime • Educate the public about crime prevention measures • Provide youth as risk with alternatives to dissuade them from crime
#2 Reduce the level of serious crime	• Provide adequate and effective levels of policing and law enforcement • Focus prosecutorial and enforcement resources on serious offenses • Develop a better capacity to respond to organized and technologically sophisticated crime • Seek changes in federal law to enable more appropriate dispositions
#3 Protect the community from high-risk and violent offenders	• Enhance the use of risk assessment tools • Implement core programming to reduce the likelihood of re-offending • Maintain and improve Protection Order Registry
#4 Ensure that all offenders are held accountable for their actions	• Prosecute according to Crown charging policy • Implement diversion/alternative measure programs appropriate to the offenses and to the particular circumstances of the offenders • Apply restorative justice approaches to appropriate offenses • Rigorously enforce court ordered sanctions
#5 Ensure timely and effective processing of criminal cases	• Support judicial case management and court rule initiatives • Improve Crown Counsel case review process • Establish active partnerships with communities and municipalities in the delivery of justice services
#6 Ensure that victims' needs are acknowledged and served throughout the criminal justice process	• Support, monitor and provide training on the implementation of the *Victims of Crime Act* • Create and enhance victim service programs so they are accessible throughout the province • Facilitate victims access to Criminal Injuries Compensation
#7 Promote timely and affordable resolution of civil and family disputes	• Increase the use of early intervention, mediation and other consensual methods of resolving disputes • Improve access to small claims and family court services • Focus court and administrative tribunal resources on cases that are inappropriate for resolution by less adversarial means
#8 Protect the rights of all members of society, particularly those who are more vulnerable	• Strengthen enforcement of child support orders and the use of standardized support guidelines • Implement comprehensive policies on violence against women in relationships, sexual assault and child abuse/neglect • Support the effective and efficient enforcement of the Human Rights Code

Goals	Strategies
	• Support justice initiatives appropriate to the needs of First Nation people
#9 Provide high quality legal services and policy advice to government	• Provide legal services and policy advice in respect to government actions and decisions • Draft legislation and regulations in accordance with cabinet instructions • Provide high quality representation of government before courts and administrative tribunals
#10 Improve the efficiency of all Ministry operations	• Apply new technology to justice, administrative and regulatory processes • Undertake initiatives to maximize efficiency of business processes • Establish a Ministry accountability framework • Support employee training
#11 Safeguard consumer and public interests through more effective programs and regulatory practices	• Review and improve the processes and procedures of administrative and quasi judicial decision-makers • Foster partnership with industry to improve voluntary compliance with provincial acts and regulations • Strengthen consumer protection through legislation and self-protection educational programs • Provide arbitration services to resolve landlord-tenant disputes • Maintain the integrity of land title registry and land conveyancing system
#12 Develop a supportive and productive workplace environment	• Develop ways to recognize employees contributions and raise the level of commitment to the government employee recognition plan • Manage illness and injury absenteeism through awareness program and flexible work options and scheduling; implementation of substitution policies/guidelines; and creation of strategies to deal with negative work place climates • Ensure human resource planning and equity objectives are integral parts of performance plans • Attract and maintain a diverse work force by removing artificial barriers, employing flexible employment policies and utilizing programs designed to increase the employment of youth • Establish employee performance management process which includes setting expectations, performing regular assessments and reporting • Implement a succession plan across the Ministry

Detailed Performance Plan 2000/2001

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
#10 **Improve efficiency of all ministry operations**	**Community Justice** 2000/01 Budget: $124,818,000 FTE: 198	Executive Programs 2000/01 Budget: $3,857,000 FTE: 9	Provide central administrative, management, planning, policy and budgetary support to all divisions by: • Managing the corporate planning cycle and assisting divisions in the development of strategic, business and business continuation plans • Identifying ways to improve branch efficiency and service delivery • Managing the branch budget including 10 branch facilities throughout the province • Managing communication strategies to enhance the Ministry's profile and provide the public with information on policies and programs • Sponsoring pilot projects to improve program efficiency and evaluating results ⇒ Enhanced Duty Counsel pilot	• Timely preparation of plans • Measures identified • Timely preparation of budget forecasts • # of publicly released information documents including policies, bulletins, media releases • # of pilots conducted • # of evaluations completed	• Branch efficiency is improved: ⇒ Programs and activities are implemented as planned ⇒ Key objectives are realized ⇒ Branch budget is met ⇒ Pilot projects meet objectives
#12 Develop a supportive and productive workplace environment	Community Justice (cont'd)	Executive Programs (cont'd)	Enhance a supportive workplace environment by: • Completing annual performance planning with all employees • Providing forums for management/employee discussions • Supporting work-related job development	• # and % of plans completed • # of staff meetings held • # and % of employees attending training, workshops, conferences, professional development days • # of temporary development	• Reduction in employee turn-over and days lost to illness and accident

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
			• Maintaining employee recognition program • Encouraging employees to participate in morale building community service and staff recreation activities • Developing a succession plan	assignments • # and % of employees recognized • # and % of employees participating • Plan developed	
#1 Enhance Community Safety and the Public's Sense of Security	Community Justice (cont'd)	Community Programs Division 2000/01 Budget: $5,944,000 FTE: 7	Deliver crime and violence prevention strategies for communities, schools and youth by: • Developing 10 new resources/tools and providing 20 training opportunities • Developing 50 new partnerships • Supporting 97 crime prevention/youth action teams • Responding to 1,500 Youth Against Violence Line calls • Supporting 7,500 Aboriginal youth at risk Increase public awareness of ministry's crime prevention initiatives by: • Participating in 400 public information sessions/events and 4 provincially proclaimed weeks (i.e. Youth Week) • Distributing 1.5 million Youth Against Violence Line wallet cards and 20,000 binders, guides, booklets, posters, T-shirts and similar resources Research & evaluate trends, projects and programs: • Completing youth retaliation research and compile data • Evaluating 10 projects/programs and workshops • Completing provincial framework for the collection of crime and violence prevention promising practices	• # of resources developed/ training opportunities • # of new partnerships • # of teams supported • # of Youth Against Violence Line calls responded to • # of Aboriginal youth supported • # of activities participated in • # of items distributed • Project complete and data compiled • # of evaluation completed • Framework completed	• Programs are consistent with best practices according to current literature on crime prevention • Increased level of participation of schools, communities and youth • Increased awareness of crime and violence prevention strategies and resources among participants • Increased # of communities involved in crime prevention activities • Recommendations for program modification, implementation and development adopted

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
#4 Ensure that offenders are held accountable for their actions	Community Justice (cont'd)	Community Programs Division (cont'd)	Hold offenders accountable to their victims, communities and families through the Ministry's Community Accountability Program (CAP) by: • Creating 25 new CAP programs and supporting 57 existing programs • Holding 6 regional workshops, providing 2 new training resources and training/ operational support • Evaluating 4 pilot sites and 4 case study communities	• # of programs created and supported • # of workshops held, resources and communities supported/trained • # of pilot sites and case studies completed	• # of offenders referred to programs • Compliance rate of offenders to agreement • Victim satisfaction with the process and ourcomes
#12 Develop a supportive and productive workplace environment	Community Justice (cont'd)	Community Programs Division (cont'd)	Enhance a supportive work environment through: • Improving employee work space and environment	• Space acquired or renovated to accommodate all staff adequately	• Improved employee satisfaction with the work space and environment
#11 Safeguard consumer and public interests through more effective programs and regulatory practices.	Community Justice (cont'd)	Consumer Services 2000/01 Budget: $2,411,000 FTE: 38	Increase awareness of and compliance with BC Consumer Protection legislation: • Investigate and prosecute high profile cases of fraudulent telemarketers • Investigate and resolve consumer complaints including Travel Assurance Board and Motor Dealer Customer Compensation claims • Develop consumer awareness programs including preparation and distribution of Travel Services brochure and Direct Sellers Information brochure • Expand working relationships with inter-agency, inter-jurisdictional and cross-border action groups to combat cross-jurisdictional consumer fraud • Perform inspections of regulated business premises to ensure compliance with acts and regulations • Consult with representatives of selected industries to encourage consumer protection and work toward elimination of operational obstacles	• $ received for restitution • Successful prosecutions • # of complaints resolved as a proportion of total complaints received • Restitution made • Brochures completed and distributed province and country wide • # of cross-jurisdictional enforcement actions • # of enforcement actions as a proportion of the number of inspections • Industries consulted	• Reduction in # and frequency of consumer complaints • Reduction in # of enforcement actions under regulatory statues

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
#8 Protect the rights of all members of society, particularly those who are vulnerable.	Community Justice (cont'd)	Family Justice Programs Division 2000/01 Budget: $16,898,000 FTE: 41	Ensure that those persons entitled to receive maintenance can have their orders effectively monitored and enforced, in accordance with the Family Maintenance Enforcement Act, so that they receive their maintenance payments in full, on time, and at no cost to themselves: • Increase rate of payment of maintenance for payors in B.C. enrolled in the Family Maintenance Enforcement Program (FMEP) • Increase the # of orders paid in full where the payor is in B.C. and the order is enrolled in the FMEP • Enroll clients of Ministry of Social Development and Economic Security (MSDES) whose rights to maintenance have been assigned by B.C. Benefits, and monitor and enforce these orders. • Finalize policies and procedures with the U.S.A to implement the reciprocal arrangement between B.C. and the U.S.A. which came into effect December 15, 1999 Integrate the Debtor Assistance Program (DAP) into family justice services by: • Producing and distributing informational materials to appropriate Family Justice Centres (FJCs) and related family agencies • Including Debtors' staff in pilot informational	• Achieve an annual payment rate of 78 cents on each dollar due on all orders where the payor resides in B.C. • Achieve a rate of 38% (active cases only) of orders paid in full where the payor resides in B.C. • Achieve a rate of 100% enrollment of fully documented assigned cases received from MSDES • Achieve an annual payment rate of 65 cents on each dollar due on all assigned MSDES cases where the payor resides in B.C. • Policies and procedures implemented • Material produced and distributed • Selected pilot sessions	• # of enrollments • # of custodial and non-custodial parents and their children involved • Amount of maintenance collected and distributed • Increase in the # of individuals and families counselled to more effectively deal with their financial circumstances

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
			sessions to family clients • Increasing referrals from FJCs and other related family agencies to DAP counselling and other services	complete • Increased % of DAP clients referred from FJCs and related family agencies	
#6 Ensure that victim's needs are acknowledged and served throughout the criminal justice process	Community Justice (cont'd)	Victim Services 2000/01 Budget: $7,164,000 FTE: 11	Provide victims of crime with the information and assistance to participate fully in the justice system of British Columbia: • Develop, facilitate and provide sector specific and interdisciplinary training and training materials with respect to violence against women and children • Develop and distribute multi-lingual information on services to ensure accessibility. • Administer contracts for police-based and specialized victim services including assessing accessibility, compliance and program standards and developing and facilitating training for service providers • Assist sexual assault victims and victim services agencies acquire legal counsel to defend personal records Coordinate community response to victim issues: • Hold regional community forums on Moving Coordination Forward • Develop a starter kit to assist communities to organize a coordinated response	• # of participants completing training • # of training videos developed • Materials developed and distributed • # of contracts for victim services administered • # of persons/agencies assisted • # of forums held • Starter kit developed	• Programs conform with best practices from current literature • Total # of victims assisted • Satisfaction of victims with the process and the ourcomes • # of communities participating
#8 Protect the rights of all members of society, particularly those who are more vulnerable	Community Justice (cont'd)	Legal Aid 2000/01 Budget: $81,500,000 FTE: 0	Ensure legal services, delivered by Legal Services Society, are available to persons who are facing serious legal problems and who would not otherwise receive them because of financial reasons • Monitoring the operations of Legal Services Society including expenditure and service delivery data	• Periodic and regular review of Legal Services Society	• # of persons who receive legal services through legal aid

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures: Outputs	6. Performance Measures: Outcomes
#7 **Promote timely and affordable resolution of civil and family disputes.**	Community Justice (cont'd)	Residential Tenancy Office 2000/01 Budget: $7,044,000 FTE: 92	**Provide residential tenancy arbitration services in a timely manner:** • **All hearings (approx. 23,000) scheduled within established time frames of 10-14 days for non-monetary, 4-6 weeks for monetary** **Improve timeliness of manufactured home park mediation services:** • **Initial scheduling of mediations in 5-6 weeks, on average** **Maintain a high standard of arbitration services:** • **Complete interpretation guidelines for arbitrators, information officers and clients** • **Complete the arbitrator evaluation project.** **Improve access to Residential Tenancy Office (RTO) as a dispute resolution system:** • **Implement changes to Residential Tenancy Act to improve access to arbitration** • **Increase the # of successful interventions** **Improve information provided to users of the system:** • **Introduction of information clinics on issues of wide interest to our clients (e.g. "new landlord" clinics)** • **Better use of electronic media: information & forms on website** • **RTO professional development days**	• **Proportion of hearings scheduled in established time frame** • **Average number of weeks to mediation** • **# of guidelines completed** • **Evaluation process designed and implemente** • **New legislation implemented** • **Successful interventions increased** • **Model developed and number of clinics conducted** • **Complete website implementation** • **Conduct 1 Pro-D Day**	• **No additional delays for hearings** • **Resolve manufactured home parks disputes more quickly** • **Reduced # of complaints regarding hearings** • **Successful interventions increased** • **# of attendees at information clinics** • **# of hits on website**
#12 **Develop a supportive and productive workplace environment.**	Community Justice (cont'd)	Residential Tenancy Office (cont'd)	**Continue development of a supportive and productive workplace environment by:** • **Continuing implementation of Attendance Awareness Program** • **Developing non-violent communication training**	• **Proportion of individual team annual objectives completed** • **Training package developed**	• **Improved employee attendance measured by decrease in sick and appointment leave**

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
#1 Enhance Community Safety and the public's sense of security	**Communications** 2000/01 Budget: $1,142,000 FTE: 18		Build awareness of and support for the Ministry's strategic agenda by: • Providing the Deputy Attorney General, Deputy Minister and the Minister timely and accurate briefing materials • Managing the Minister's events, publications, advertising and correspondence • Monitoring media coverage and developing responses to issues and questions raised. • Developing and implementing communication plans for major Ministry initiatives • Assisting branches in the development of communications material and responses to media enquiry's • Developing and distributing public awareness material for the public and by responding to requests for feedback	• Full compliance briefing of issues as they emerge • All events, publications and advertising materials requested by the Minister are prepared and distributed • Issues are identified as they emerge and positions and responses developed according to priority • Full compliance in ensuring every major Ministry initiative has a communication strategy • Standards and templates adopted • Material developed as per each communication plan and responses issued as needed	• The Deputy Attorney General, Deputy Minister and the Minister are fully briefed on issues of media reports as they emerge • The minister is satisfied with the volume and quality of events, publications and advertising materials produced • The Deputy Attorney General, Deputy Minister and the Minister are satisfied with the accuracy and timeliness of the issues managed • Branches are satisfied with the timeliness and accuracy of communication counsel and strategies
#4 Ensure that all offenders are held accountable for their actions.	**Corrections** 2000/01 Budget: $204,259,000 FTE: 2,220	Community Corrections 2000/01 Budget: $38,446,000 FTE: 442	To provide appropriate supervision of adults in the community • Use risks/needs analysis to supervise offenders in community settings To assist offenders with release and re-integration in the community • Implement core programming in 19 pilot sites. • Other sites to be identified based on initial implementation rollout,	• Community Caseloads • % of eligible risk needs assessments complete • Pilot projects implemented by May/00 • New pilot sites identified by Oct/00	• Assessment of pilots and further implementation of core program

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
			To rationalize the utilization of resources within Community Division • Complete risk analysis of Electronic Monitoring Program to re-allocate resources to provide better supervision of offenders and resource core programs	• First core program monitoring report completed by Nov/00 • Re-allocation of resources completed by June/00	
#3 Protect the community from high-risk and violent offenders	Corrections (cont'd)	Adult Custody 2000/01 Budget: $155,033,000 FTE: 1,646	To provide appropriate custodial supervision of adults sentenced to incarceration and those remanded to custody • Increase the remand capacity in the Fraser and Interior regions • Increase the utilization of medium level custody • Increase short-term bed capacity to accommodate seasonal or unforeseen demands • Use risks/needs analysis to classify sentenced offenders in custody • To increase the use of video remand and video sentencing. To prepare offenders for release and re-integration in the community • Maintain Violence Prevention Program, Breaking Barriers, and Substance Abuse Management	• Annual average of daily institutional count • # of critical incidents and reviews • Construction- North Fraser complete Apr/01 • Construction of Okanagan Correctional Centre begins Apr/01 • Ford Mountain facilities improvement Phase 1 complete by Feb/01 • # of offenders by custody level • Contingency plan completed by Sept/00 • % of eligible Inmate Classification and Needs Assessments • # sites using video remand/sentencing • First core program	• Reduced double-bunking • Reduced costs

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
			Programs • Develop implementation plan for next core program • Use risks/needs analysis to determine appropriate provision of core programming for offenders	monitoring report completed by Nov/00 • Plan completed by Jan/01 • Incorporate in core programs training for facilitators by Mar/01	• Timely implementation of core programs as per plan • Improved referrals to core programs
#10 Improve the efficiency of all ministry operations	Corrections (cont'd)	Strategic Planning and Corporate Programs 2000/01 Budget: $3,149,000 FTE: 36	Develop a long-term strategic focus for the Corrections Branch • Facilitate strategic and business planning processes – consistent with Ministry goals Provide coordination and implementation of the Branch Strategic Plan: • Oversee the development and implementation of remaining core programs Provide general planning support for the Branch • Annual Capital Plan • Annual Research Plan • Annual Training Plan	• Status report on strategic plan completed by Oct/00 • Revised branch strategic plan implemented by March/01 • Annual business plan and bi-annual monitoring reports • Sex offenders curriculum development for community corrections completed by Oct/00 • Cognitive skills assessment complete by Jan/01 • Family violence prevention curriculum development completed by Jan/01 • Completed by Oct/00 • Complete by Mar/01 • Completed by Mar/01	

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
			Provide ongoing systems development and support to reflect evolving business needs • Development of Relational Information System for Corrections (RISC) • GUI interface for CORNET and Family Information System (FIS)	• RISC development completed by Jan/01 • Development completed by Mar/01	• Better enforcement and security information • Better/quicker access to case management information for staff
#6 Ensure that victims' needs are acknowledged and served throughout the criminal justice process	Corrections (cont'd)	Strategic Planning and Corporate Programs (cont'd)	• Maintain Victim Information Notification everyday system (VINE) province-wide	• # of victim notifications	• Victim satisfaction
#7 Promote timely and affordable resolution of civil/family disputes	Corrections (cont'd)	Family Justice Services 2000/01 Budget: $7,631,000 FTE: 96	Provide a variety of family justice services including: • Dispute resolution services for family justice matters • Parenting after separation (PAS) programs • Improved custody and access reports to courts • Continue to allocate resources primarily to dispute resolution services; those services primarily targeted to parents of modest means • Implement reconfigured Parenting After Separation programs including mandatory attendance • Continue to implement the federal/provincial child support strategy, maintain pilot projects and undertake evaluation activities • Federal/provincial review and amendments to custody and access legislation	• # of services provided • # of cases attending PAS by type (man. vs. vol.) • # of custody and access reports • # of services provided to parents of modest means • Implementation completed by Oct/00 • Implementation of child support guidelines complete Mar/01 • # of pilot projects maintained • Evaluation completed by Mar/01 • Review completed by Mar/01	

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
#5 Ensure timely and effective processing of criminal cases.	**Court Services** 2000/01 Budget: $132,587,000 FTE: 1,366	Registry/Trial Support 2000/01 Budget: $100,920,000 FTE: 889	Provide and maintain courthouse facilities and trial support services for the criminal courts of BC • Courtrooms – Ensure that sufficient courtrooms are available to meet judicial needs to hold criminal court • Staff – Ensure that the appropriate staff are available to support the judiciary in criminal court Reduced backlog through expansion of JP functions and availability • Justice of the Peace (JP) Service Centre – Expand usage of the JP Services Centre to handle warrants outside of registry hours, and to implement a coordinated strategy for JP service delivery Reduced length of time to trial • Judicial Case Management – Support Provincial Court in implementation of the Criminal Case Management Rules	• # of hours of criminal court sittings for which staff were provided • # of hours of criminal court sittings for which staff were provided • Implementation Plan completed • Reforms phased in and implemented by court location according to Order In Council (OIC) schedule • Monitoring reports provided to the Provincial Court	• Every court event is staffed. No collapses due to absence of staff • Reduced expenditure for evening and weekend JP services • Support the Provincial Court in significant reforms
#5 Ensure timely and effective processing of criminal cases.	Court Services (cont'd)	Sheriff Services 2000/01 Budget: $23,737,000 FTE: 426	Provide security and escort services for the courts of BC • Security – Provide sufficient sheriff staff in court locations to ensure security in both courtrooms and throughout the building • Escorts – Provide sufficient staff and equipment to transport all prisoners safely to and from court Increased efficiency • Prisoner Information Management system - develop and implement a new escort and lockup management system (LMS) which: integrates with	• # of staff security hours • # of Prisoners escorted • reduced time in lockup before escort • # of sheriff sites with LMS	• Reduced # of critical incidents • Reduced # of escapes/incidents

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
			correctional and court case management systems; manages information on persons in custody; and schedules movements between Corrections and the courts	and CORNET technology	
#7 Ensure timely and affordable resolution of civil/family disputes.	Court Services (cont'd)	Registry/Trial Support (cont'd)	Provide and maintain courthouse facilities and trial support services for the civil courts of BC • Courtrooms – Ensure that sufficient courtrooms are available to meet judicial needs to hold civil court • Staff – Ensure that the appropriate staff are available to support the judiciary in civil court	• # of hours of civil court sittings for which staff were provided • # of hours of civil court sittings for which staff were provided	• Every court event is staffed. No collapses due to absence of staff.
#10 Improve the efficiency of all ministry operations	Court Services (cont'd)	Registry/Trial Support (cont'd)	Reduced Cost • JUSTIN Rollout –Prepare and train staff for implementation, and provide a change management framework to co-ordinate implementation of JUSTIN Improve access to court related information • Electronic Justice Services Project – A comprehensive automated access system for filing, tracking and payments.	• # of sites where Justin operates • Phased implementation of system at designated sites • # of court locations having capacity to receive electronic documents • # of registered users • # of types of civil documents that can be filed electronically	• More efficient document processing at sites which have implemented • # of civil files which are received electronically • $ amount of transaction charges received
#10 Improve the efficiency of all ministry operations	Court Services (cont'd)	Management <u>2000/01 Budget:</u> $7,930,000 FTE: 51	Provide administrative and policy support for all court programs and to all court locations • Management structure to support Branch operations. Branch management supports all aspects of operations, financial management, program services and development and change management	• Ongoing management of program delivery in 75 staffed and 101 court sitting locations	• Provincially consistent program operations

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
			Increased efficiency • Courts & Judiciary Datamart – Design and implement a mgmt information system for senior mgmt and judiciary • Video Conferencing – Reduce operational cost, increase efficiency and safety associated with accused and witness travel/movement, by enabling some appearances to occur using videoconference equipment • Branch Internet Website – Improve the branch website to encourage increased client use and reduce phone and counter inquiries	• Support Ministry/judicial development of datamart • Provide court activity data for inclusion • # of courthouses and correctional institutions with videoconferencing equipment installed • # of videoconference court events by court location • Development of fee structure for civil court videoconferencing • # of website hits	• Improved management decision-making • Reduced keep of prisoners costs • Partial cost recovery for civil court video conference operations • Greater public information concerning justice processes
#12 Develop a supportive and productive workplace environment	Court Services (cont'd)	Management (cont'd)	Provision of required career development and staff training • Branch Intranet Website – Expand Branch intranet site to incorporate: electronic manuals that can be centrally updated and co-ordinated with the Branch Training Plan; forms databases; and statute and policy updates. Create electronic training modules. • Develop implementation plan for the Branch's training strategy	• # of forms databases and electronic manuals loaded on intranet site • # of other policy and statute updates • # of electronic training modules • Implementation plan showing costs and schedule	• Improved employee job satisfaction • Efficient sharing of critical human resources and training information
# 3 Protect the community from high-risk violent offenders	Criminal Justice 2000/01 Budget: $72,278,000 FTE: 748	Dangerous Offender Program 2000/01 Budget: $200,000 FTE: 1	To make Dangerous Offender (DO), Long Term Offender (LTO), and recognizance applications • Dangerous offender applications (DO)	• # of Dangerous Offender applications(DO)	• # allowed • # of DO with indeterminate sentence

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
			• Long Term Offender applications (LTO) • Applications for recognizance on warrant expiry date offenders (sec. 810.1 or 810.2)	• # of Long Term Offender applications (LTO). • # of applications for recognizance on warrant expiry date offenders (sec. 810.1 or 810.2)	• # applications pending decision • # allowed • # applications pending decision • # ordered • # applications pending decision
#4 **Ensure that all offenders are held accountable for their actions**	Criminal Justice (cont'd)	Criminal Prosecution Program 2000/01 Budget: $69,864,000 FTE: 677	To apply the Branch charge approval policy to assess all allegations of offences in the Province. • Charge assessment decisions relating to all accused named on all RCC's, breaches and FTA's received by Crown Counsel. To ensure a prosecutor is available to conduct all offences approved for prosecution in the Province. • Conduct of prosecutions of offences in the Province. To ensure an appellate counsel is available to initiate and conduct all appeals and other proceedings in respect of any prosecution in the Province • Initiation of appeals and other associated proceedings • Conduct all appeals and other associated proceedings	• # of charge assessment conducted (per accused) • # and % of Accused Approved to Court for judicial decision • # and % of Accused referred to Alternate Measures • # and % of Accused not charged with an offence • # and % of Accused where a decision is pending • # of prosecutions conducted (per accused) • # of appeals initiated by Crown • # of Crown initiated appeals conducted	• Successful diversion rate

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
			To ensure an appellate counsel is available to and conduct all appeals and other proceedings in respect of any prosecution in the Province, where the Crown is named as the respondent • Conduct of appeals and other proceedings in respect of any prosecution in the Province, where the Crown is named as the respondent To advise the government of all criminal law matters • Advice to government of all criminal law matters To develop policies and procedures in respect of the administration of criminal justice in the Province • Ensure policies and procedures in respect of the administration of criminal justice in the Province are implemented To liaise with the media and affected members of the public on all matters respecting approval and conduct of prosecution of offences or related appeals • Liaison with the media and affected members of the public	• # of appeals conducted where Crown is named as respondent The following measures are not currently available: • Quantity of advice to government of all criminal law matters • Quantity of policies and procedures developed in respect of the administration of criminal justice • Quantity of liaison with the media and affected members of the public	
#6 Ensure that victim's needs are acknowledged and served throughout the criminal justice process	Criminal Justice (cont'd)	Victims Services 2000/01 Budget: $ 3,200,000 FTE: 70	To provide every victim of crime with the opportunity to make a "Victim Impact Statement or Information" (VIS/VII) at the time of sentencing (legislated by the Victims of Crime Act (VOCA) • Victims (VOCA) provided opportunity to make an impact statement • Victim impact statements presented to the court	• # and % of victims given opportunity to make a statement at the time of sentencing (victims contacted) • # and % of victims	• # and % of victim impact statements presented to the court

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
				providing an impact statement (VIS/VII) (victims taking advantage of opportunity)	
			To provide every victim of crime with the opportunity to be informed of case events (legislated by the Victims of Crime Act (VOCA)		• Victims informed of case events (not available at this time)
			• Victims provided opportunity to be informed of case events.	• # and % of victims requesting to be informed of case events (victims taking advantage of opportunity)	
			To facilitate the appropriate involvement of vulnerable victims and witnesses in the prosecution process through the provision of information and support		• # and % of vulnerable / serious crime victims and witnesses receiving information and support
			• Provision of information and support to vulnerable victims	• # of vulnerable victims and witnesses identified	
			Facilitate the appropriate involvement of victims and witnesses of serious crime in the prosecution process through the provision of information and support		• # and % of serious crime victims and witnesses receiving information and support
			• Provision of information and support to victims and witnesses of serious crime	• # of serious crime victims and witnesses identified	
#10 **Improve the efficiency of all ministry operations**	**Investigation, Inspection and Standards Office** 2000/01 Budget: $861,000 FTE: 11		• Statutory investigations on request • Inspections of programs/facilities ⇒ Implement program reviews to complement location inspections ⇒ Enhance usage of electronic data reviews	• Investigations completed on request • Schedule and complete one program review in Community Corrections • # of inspections integrating electronic data reviews in Corrections inspections and Court Services Branch	• Increased public and government confidence in the integrity of the justice system • # of recommendations responded to by the operational branches that are under review

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
			• Review of disciplinary appeals ⇒ implement inspector qualification for appeal review • Investigations of complaints	inspections • # of appeals reviewed • Qualify new inspectors to review appeals within 90 days of appointment • # of complaint investigations completed	
#11 Safeguard consumer and public interests through more effective programs and regulatory practices.	Land Title 2000/01 Budget: $16,121,000 FTE: 183		Provide alternative/enhancements to document receipt procedures: • Develop the Electronic Filing System • Use of Pre-authorized Payments under the Electronic Filing System • Identify and evaluate alternative payment methods Continue to develop greater customer understanding of Land Title Branch function and services: • Develop and distribute information packages on the role of the Land Title Branch and the services provided. Information will be available in multi-lingual format • Meet with professional groups to discuss Branch role and services • Write articles for professional publications on Land Title Branch	• System designed and development initiated • Pre-authorized Payments designed and development initiated • Alternative payment methods evaluated and if feasible made available to customers • Information package produced and distributed • Information package available on Land Title Branch Web site • Minimum of one presentation per year conducted by registrars • Minimum of two articles published	• Use of alternative payment methods (if implemented) • Reduction in time required to service out-of-scope services

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
#12 Develop a supportive and productive workplace environment.	Land Title (cont'd)		Continue to implement the Human Resource Strategy Key Priorities • Review of training required by each employee • Continue to refine policies for flexible work arrangements • Complete Attendance Awareness Program • Monitor change in overall and individual attendance	• Appropriate training provided & documented • Documented review of policies • Implementation of flexible work arrangements (if feasible)	• Improved employee attendance evidenced by a decrease in overall STIIP and use of appointment leave
#9 Provide high quality legal services and policy advice to government	Legal Services 2000/01 Budget: $23,731,000 FTE: 300		Provide comprehensive civil legal services to government on a timely basis • Meet government needs for legal services on a timely basis • Represent government before courts and administrative tribunals Improve service delivery to client ministries, while maintaining cost-effective model • Provide satisfactory service to all clients • Deliver agreed upon levels of service to all clients • Increase use of in-house counsel to deliver services in the most cost effective way • Negotiate Memorandum of Understanding (MOU) with all client ministries and establish regular review of legal services with client ministries Draft legislation and regulations in accordance with cabinet direction • Produce high quality legislative drafts	• # of areas where services are delivered • # of cases represented by LSB • Comparison of negotiated service levels to actual service levels • Increase in % of legal services handled by LSB • # of MOUs • # of client reviews	• % of clients satisfied with service as determined by survey • Enhanced cost effectiveness • Client satisfaction

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
			Implement new processes and apply technology to improve the delivery of services • Implement recommendations of the Historical Abuse review process • Implement recommendations of the Civil Litigation File Review • Implement Aboriginal Law Research System • Implement Legal Opinions Database • Implement a Branch Intranet • Implement recommendations of contracting review process	• Successful implementation of projects	• Enhanced use of technology to assist in timely and consistent research and case management
#7 Promote timely and affordable dispute resolution of civil/family disputes	Legal Services (cont'd)	Dispute Resolution Office	Expand use of mediation and other early settlement devices in civil, non-family cases • Expand scope of Supreme Court cases in mediation • Expand Court Mediation Practicum • Enhance public access to qualified mediators • Disseminate mediation information to the judiciary, bar and public Expand use of Alternative Dispute Resolution (ADR) in family law cases • Maintain 5 Family Justice Registries • Expand Mandatory Parenting After Separation Program (MPAS) • Increase use of child protection mediation • Write MPAS into provincial court rules Expand use of ADR in Government • Develop ADR and case flow management with	• Increased scope over 99/00 • Increased # of Small Claims cases mediated over 99/00 • Increased size and frequency of use of Mediator Roster over 99/00 • Family Justice Services Division evaluation of Rule 5 registries completed • MPAS expanded to 3 more registries • Increased use of mediation to 250 cases • OIC produced • ADR/Case flow	• Increased early settlements • Reduced costs • Participant satisfaction • New rules in force

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
			Legal Services Branch (LSB) • Provide ADR advice to Ministries, Agencies, Boards, Commissions and Tribunals • Develop a strategy for using ADR in range of disputes involving First nations Provide ADR Training, education and promotion • Provide speeches and presentations to judiciary, bar and public on ADR and DRO • Participate in reform initiatives with judiciary	management pilot (historical abuse) implemented in LSB • Completion of a strategy paper for using ADR in disputes involving First nations • Speech and presentation requests met • Participation maintained at current levels	• Positive feedback from participants
#10 Improve the efficiency of all ministry operations	Liquor Control and Licensing 2000/01 Budget: Exp. $6,076,000 Rec. $6,075,000 Net $1000 FTE: 80	Liquor Policy Review (funding not finalized)	Maximize efficiency of business processes • Develop a new license approval process including fee schedules • Design and implement a new license scheme for liquor retailers Review and improve the processes and procedures of administrative and quasi judicial decision-makers • Amend LCLA and regulations to allow for winery endorsement for serving wine on premises • Remove requirement for pre-approval of advertising and sponsorships by manufacturers by adopting federal regulations • Eliminate requirement to apply for separate license for wine tasting Apply new technology to justice, administrative and regulatory processes • Design and develop a new branch administrative and operational system	• Reduced LCLB license approval processing time to 6-12 weeks • Reduced license classes from 10 to 2 • Preparation of RFL and regulatory draft • CRTC regulations adopted • 1 license class implemented • System design completed, development initiated	• # of license applications heard by local government • Electronic linkages established with key external stakeholders

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
#11 **Safeguard consumer and public interests through more effective programs and regulatory practices**		Liquor Policy Review (cont'd)	**Foster partnership with industry to:** • **Implement changes to the Responsible Beverage program** • **Focus inspector activities on compliance and enforcement** • **Propose legislative changes**	• **Changes implemented** • **Increased inspection activities** • **Preparation of RFL and regulatory drafts as approved**	• **Improved voluntary compliance with provincial acts and regulations** • **Reduced incidents of illicit liquor found/seized during premise inspections**
#12 **Develop a supportive and productive workplace environment**	**Management Services** 2000/01 Budget: $31,171,000 FTE: 259	**Personnel Services Division** 2000/01 Budget: $3,251,000 FTE: 51	Implement Human Resource Strategies: Employment Equity • **Review of barriers for recruitment and retention** • **Action plan to remove barriers** Employee Appreciation and Recognition • **Develop strategies to enhance employee appreciation and recognition activities** Succession Planning • **Quarterly reports to Supportive Workplace Committee (SWC) and Executive** • **Identification of mission critical succession requirements** • **Detailed succession plan** Corporate Training Strategy • **Review existing corporate training against the Strategy** • **Establish a training evaluation model** Management of Illness and Injury • **Quarterly statistical reports** • **Assist Branches to develop action plans**	• **Implementation of Action Plan** • **# of employees participated in the program** • **Quarterly reports provided** • **Succession requirements identified** • **Detailed Branch succession plans in place** • **Training review reported to SWC and Executive.** • **Evaluation model approved by SWC and Executive** • **Quarterly reports provided to SWC and Executive** • **# of Branches with STIIP**	• **Elimination of barriers for equity target groups as measured by personnel audits** • **Enhanced operational efficiencies and employee satisfaction** • **Ministry succession requirements will be identified and planned for** • **Corporate training is consistent with ministry strategic goals and business plans** • **Enhanced staff capacity and satisfaction with current jobs and future opportunities** • **Reduce overall ministry STIIP utilization to a level**

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures - Outputs	6. Performance Measures - Outcomes
				utilization meeting government average	at or below the government average
			Performance Management • Strategy to ensure implementation of Performance Management Plans for all management employees	• 100 % of all management employees to receive performance evaluations	• Performance evaluations for all management staff on an annual basis
			Business Planning • Ongoing training for managers in business planning, including the incorporation of human resource planning	• # of managers received business planning training	• Business and human resource planning form part of the normal operational cycle of each branch
#10 Improve the efficiency of all ministry operations	Management Services (cont'd)	Information and Privacy 2000/01 Budget: $375,000 FTE: 7.5	Increase employee awareness of Act and their related responsibilities: • prepare and distribute information brochures as appropriate • provide training as required Enhance quality and consistency in response to Freedom of Information requests: • continue additions to precedents directory • conduct staff workshops to review relevant request files Enhance protection of personal information in the Ministry • completion of privacy impact assessments • review practices of target programs in their handling of personal information	• brochures produced and distributed • # training sessions • # staff workshops • completion of assessments • report on program practices	• Fewer contacts from branches requesting basic information • Fewer IPP analyst consultation with Director • More consistent compliance with legislation
#10 Improve the efficiency of all ministry operations	Management Services (cont'd)	Information Technology Services Division	Centralized Desktop Management • Implement centralized desktop management (SMS) province-wide to facilitate servicing Ministry computers (software repair and update)	• Automated inventory of installed desktop systems • % of total Ministry	• Increased service at decreased cost by comparing unit cost year

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
		2000/01 Budget: $16,683,000 FTE: 88	Provincial Implementation of JUSTIN • Plan and assist provincial implementation of JUSTIN (technology related costs for provincial JUSTIN implementation estimated at approximately $1,000,000) Higher Bandwidth and Increased Security • Higher bandwidth and increased security for all Ministry sites with focus on Vancouver and Victoria core (10 major sites) Support and Develop Ministry WEB sites • Continue to support and develop Ministry WEB sites (Internet and Intranet) to support better information dissemination both within and outside the Ministry and begin to provide support to Ministry staff and program delivery	desktops supported by SMS • # of ACTS, CITS, RITS sites upgraded to integrated province-wide Justice system • Network links (LANs, WANs) which meet minimum performance and security standards • % of Ministry users able to connect to the WEB • # of business functions supported through WEB interface	at set service levels • Improved availability of shared information to all criminal justice system workers, thereby increasing public safety • Higher client satisfaction and fewer complaints about system response time • Faster response time, reduced network failures, reduced risk of security breaches • Improved Ministry communications and enhanced automated service integration
#10 Improve the efficiency of all ministry operations	Management Services (cont'd)	Finance and Administration Division 2000/01 Budget: $4,982,000 FTE: 95	Electronic Business • Develop electronic business arrangements with top ten highest volume suppliers Corporate Accounting Strategic Procurement Module • Implementing the Corporate Accounting Strategic Procurement Module to electronically match invoices to purchase orders	• Reduced # of invoices • Reduced # of steps to process an invoice	• Improved efficiency and cost savings for suppliers and the Ministry as evidenced by lower cost per transaction • More timely payments to suppliers
#9 Provide high quality legal services and policy advice to	**Policy, Planning and Legislation** 2000/01 Budget:	Agencies, Boards and Commissions 2000/01 Budget:	Provide policy support on issues affecting ABCs and Commissions of Inquiry • Develop and distribute training materials for chairs/appointees to ABCs and ministry program	• # of materials produced	• Improved skills through training

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
government	$3,865,000 FTE: 45	$268,000 FTE: 3.5	contacts • Develop model MOU for ministries and associated ABCs • Develop guidelines for Commissions of Inquiry	• # of training events • completion of model MOU • % of ABCs with signed agreements • # of ministers/deputy ministers informed about guidelines	• Consistent and quality decision-making
#6 Protect the rights of all members of society, particularly those who are more vulnerable	Policy, Planning and Legislation (cont'd)	Human Rights/ Multiculturalism (Agencies, Boards and Commissions cont'd)	Provide policy support on human rights initiative • Identify and analyze outstanding issues • Submit provincial reports as required by various international human rights covenants	• # of issues identified and analyzed • # of reports submitted	
#11 Safeguard consumer and public interests through more effective programs and regulatory practices	Policy, Planning and Legislation (cont'd)	Consumer Policy & Program Development 2000/01 Budget: $430,000 FTE: 6	Develop appropriate legislative initiatives in the areas of landlord-tenant law, general consumer protection law, and the consumer protection regulation of specific industries within the Ministry's mandate, to: • Respond to identified issues • Fulfill F/P/T commitments to harmonize legislation • Streamline processes for business, consumers and government, and • Clarify and maintain statutes up to date • Focus on seniors as vulnerable consumers Participate with F/P/T Consumer Affairs counterparts to develop responses to consumer protection issues requiring or benefiting from inter-jurisdictional co-operation, including initiatives regarding: • Pay day loans (and other alternative consumer credit grantors), and • Electronic commerce	• Cabinet Submission and other documents for legislative approval, introduction and proclamation processes • New policies, procedures and consumer awareness strategies	• New legislation in force • Increased seniors awareness and sense of security • Improved consumer protection and awareness
#1 Enhance community safety and the public's	Policy, Planning and Legislation (cont'd)	Consumer Policy & Program Development (cont'd)	Develop provincial standards for local government anti-fencing bylaws • Identify secondhand goods and dealers to be	• Consultation for input from stakeholders, including police, UBCM,	• Provincial standards for new effective measures to prevent the fencing of

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
sense of security			covered • Identify ways of improving enforceability of bylaws	industry • Development of options for bylaw provisions	stolen goods for B.C. communities to adopt as bylaws
#10 Improve the efficiency of all ministry operations	Policy, Planning and Legislation (cont'd)	Corporate Issues 2000/01 Budget: $800,000 FTE: 8	Support the Minister, Executive and Branches by developing responses on corporate policy and public issues: • Produce advice and briefing materials for scheduled national, international and municipal meetings and events. • Coordinate Ministry communications with MLAs, elected municipal officials and other Ministry clients and stakeholders to identify policy issues. • Provide immediate responses to the public on emerging policy issues ⇒ Negotiate/implement policy initiatives with a high public profile • Provide support for legislative sittings Enhance access to the justice system through public legal education and information (PLEI) on the justice system, legal rights and obligations by: • Collaborating with justice partners to identify barriers that impede access • Providing core funding to 2 agencies that deliver PLEI	• Timely provision of briefing materials for scheduled events • Meet deadlines for ministerial responses to MLAs, municipal officials and ministry clients and stakeholders • Relevant and timely information disseminated to minister, ministry executive, stakeholders and public on emerging policy issues • A contract with each of 2 PLEI agencies outlining services to be delivered • A report indicating services delivered and expenditures for each agency	• Improved operational efficiency • Increased openness and appropriate flow of information to public, other levels of government and MLAs regarding Ministry's policies, programs and procedures
#10 Improve the efficiency of all ministry operations	Policy, Planning and Legislation (cont'd)	Corporate Planning and Evaluation 2000/01 Budget: Planning – budget and FTE included in Policy Evaluation - $611,000	Manage the corporate planning cycle including strategic and business planning, performance monitoring and consultation. • Produce annual business plan and performance reports Establish Ministry evaluation priorities and manage	• Completion of business plan and reports	• Improved operational efficiency • Increased public confidence in justice system

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
		FTE: 8	the ministry evaluation process • Develop evaluation plan and conduct evaluations Facilitate PPL Branch planning activities • Manage Branch Business Continuation Plan • PPL planning session as required Manage and facilitate information exchange between the Ministry and the Canadian Centre for Justice Statistics (CCJS) • Perform CCJS Liaison Officer duties Provide Ministry-level information analysis • Key Indicator Report Develop information systems to improve efficiency and effectiveness: • Complete iteration #1 of Corrections Branch Data Mart, complete iteration #2 of Criminal Justice and Court Services Data Marts, iteration #1 of the Corporate Data Mart completed of the Enterprise Data Warehouse project	• Evaluation plan adopted by Executive; completion of planned evaluations • Completion of PPL plan • Timely information exchange • Produce Key Indicator Report; other products as required • Iterations or data marts completed as per schedule	• Increased accountability
#9 Provide high quality legal services and policy advice to government	Policy, Planning and Legislation (cont'd)	Legislation 2000/01 Budget: $380,000 FTE: 4	Develop and provide advice on civil law legislative policy to Minister and the government: • Identify, research and analyze legal policy issues Manage the Ministry's legislative program in order to meet prescribed timelines: • Coordinate and prepare legislative initiatives and RFLs • Assist Executive in prioritizing legislative submissions in support of strategic priorities • Provide policy advice/support to Minister in Legislative Assembly	• Timely provision of advice and policy positions • Completion of annual legislative program	

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
			Participate in F/P/T Law Reform and Civil Justice initiatives: • B.C.'s Jurisdictional Representative to Uniform Law Conference of Canada; and member of National Steering Committee • B.C. representative on federal Department of Justice Advisory Group on Private International Law • Co-Chair of F/P/T Civil Justice Committee **Provide information resource for explanations with respect to legislative process and legal policy issues:** • Intra-ministry information resource and communications • Correspondence and written materials	• Successful planning and hosting of 2000 annual Uniform Law Conference meeting in Victoria • Successful dissemination and explanation of materials and information to ministry staff and interested parties • Completion of materials for C.L.E. course on effecting change to law via legislation	• Completion and adoption by Uniform Law Conference of issues paper and legislative recommendations for a uniform unclaimed intangible property statute
#9 **Provide high quality legal services and policy advice to government**	Policy, Planning and Legislation (cont'd)	Policy 2000/01 Budget: $880,000 (includes planning unit) FTE: 11 (includes planning unit)	**Develop and provide advice to Executive and Minister on priority policy issues, particularly intergovernmental, interministerial and interbranch issues** • Represent Ministry and advance BC positions at CCSO, CCJS and working group approved by FPTDMS of Justice • Support DAG, DM and Minister at FPTDMS and Ministers of Justice meetings • Support Hate Crime Team to develop a business plan and host international conference on hate crime • Support Provincial Prostitution Unit and ADMS Committee on prostitution by completing police training manual, updating provincial action plan	• Briefing materials; discussion papers; meetings attended • Plan complete; forum hosted • Manual complete; plan updated • Paper distributed	• National policies/CCC amendments which reflect BC's positions • Increase in arrests & successful prosecutions of hate crime & prostitution related offences • Increased use of

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
			• Advance restorative justice initiative by developing public document and providing information to Crown judiciary and police • Assist Aboriginal communities through implementation of funding MOU for restorative justice programs • Develop report on access enforcement mechanisms and plan for custody and access consultations • Consult on new guidelines to determine satisfaction and need for amendments • Support violence against women and children initiative • Coordinate management of implementation of new Youth Criminal Justice Act (YCJA)	#sessions held • More programs • Report developed; plan developed • Consultation undertaken • Policies published • Funding applications approved; training underway; systems adjusted	restorative justice measures • Greater consistency in child support orders • Preparedness for new YCJA by implementation date
#11 Safeguard consumer and public interests through more effective programs and regulatory practices	Public Safety and Regulatory 2000/01 Budget: $169,276,000 FTE: 251	Film Classification Office 2000/01 Budget: 1,203,000 FTE: 15	Maintain industry self-compliance with Motion Picture Act, regulations and policies: • Provide classification, licensing and editing guidelines to industry • Educate the industry and public about the classification system Review and classify films and adult videos for BC and Saskatchewan Ensure that the interests of the public and the industry are adequately protected: • Conduct pre-licensing, routine and complaint-driven inspections of all licensees (film distributors, video store outlets and theatres) on an annual basis Improve service request processing turnaround time	• % of industry establishments which are provided with guidelines • % of requests reviewed over requests received • % of licensees inspected • 10% reduction in service turnaround time • # of video tapes viewed	• Reduced # of enforcement actions taken • Reduced # of classification appeals • Reduced # of complaints from the public regarding both license application and classification

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
				per staff person	
#11 Safeguard consumer and public interests through more effective programs and regulatory practices	Public Safety and Regulatory (cont'd)	Gaming Audit and Investigation Office (GAIO) 2000/01 Budget: $1,615,000 FTE: 19	Continue to reduce illegal gaming • Work with OCA and other police agencies to implement an illegal gambling strategy Enhance integrity of legal gaming: • Register all gaming suppliers in British Columbia • Register all gaming workers including those at newly established casinos Monitor compliance to provincial gaming legislation and policy: • Conduct six compliance audits of gaming venues • Conduct four use-of-proceeds audits on provincial charities Improve industry and public confidence in GAIO: • Improve service turn around time • Complete all investigations/audits requested by BC Lottery Corporation and BC Gaming Commission on a timely basis • Provide advanced training in technical aspects of gaming to 10 investigators	• # of MOUs with enforcement agencies • % of suppliers registered • % of workers registered • # of compliance audits completed • # of use-of-proceeds audits completed • Reduced service turn around time • # of investigations/audits completed • # of investigators trained	• Reduced # of illegal gambling operations • Improved understanding of compliance requirements by registrants • Improved industry and public confidence in GAIO • Improved technical skills by investigators who received training
#1 Enhance community safety and the public's sense of security	Public Safety and Regulatory (cont'd)	Provincial Emergency Preparedness 2000/01 Budget: $3,195,000 FTE: 41	Improve the emergency response capability of the province: • Introduce Emergency Management software • Introduce the BC Emergency Management System (BCERMS) • Establish a permanent Provincial Regional Emergency Operation Center (PREOC) capability in each of the six regions • Establish temporary emergency management	• Implementation completed • Implementation completed • Permanent sites established • Temporary emergency	• Improved response time and effectiveness of service delivery in emergent situations

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
			teams in each region to manage emergency operation	management teams established	
			Improve the level of earthquake preparedness in the province: • Establish a seismic safety committee	• Committee established	
			Strengthen the Search and Rescue (SAR) Program: • Enhance SAR capabilities • Increase public education and awareness	• Equipment purchased • # of public awareness sessions	• Increased positive feedback from municipalities and UBCM • Increased awareness of SAR by attendees
#1 Enhance community safety and the public's sense of security	Public Safety and Regulatory (cont'd)	Police Services Division 2000/01 Budget: $152,907,000 FTE: 71	Ensure adequate and effective level of police services: • Complete review of RCMP compliance with the Provincial Police Service Agreement	• Report on contract compliance completed	• Reduced level of crime • Reduced fear of crime by the public
			• Implement Municipal Police Evaluation model for the 12 independent municipal police departments	• Model approved by municipal Chief Constables • Pilot model implemented on selected topic areas	• Increased profile of crime prevention initiatives through community level multi-disciplinary teams
			Ensure adequate and effective level of community policing by volunteer programs: • Implement recommendations of the auxiliary/reserve constable review	• Review completed and training standards established for auxiliary and reserve constables	
			Ensure adequate and effective level of traffic services and auto crime investigation • Develop a strategic plan for traffic services with stakeholders	• Strategic plan developed and approved • Review of all traffic services completed	
			Implement intersection safety camera program: • Install 30 cameras and 90 data gathering units at 120 intersections	• Installation completed	• Reduced vehicle related injuries and fatalities

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
			Evaluate Auto Theft Task Force (ATTF): • Develop evaluation plan Improve standards, accountability and authority for police and law enforcement agencies: • Subject to applications being received, create 3 designated police units for First Nation self-administered police services • Create designated law enforcement units • Develop and Implement Skytrain/Seabus policing audit findings • Complete the Use of Force regulation • Implement Emergency Vehicle Driving Regulations (high speed pursuit)	• Evaluation plan developed and approval by ATTF Board • Training of First Nations Police Boards completed • Legal documents to create designated police units completed • Framework for establishing designated law enforcement units developed • Audit concluded and recommendations developed • Final draft to Legislative Counsel completed • Training of all affected police officers completed	• Reduced auto crime • Increased confidence in policing by the public, particularly by affected members of the public
#2 Reduce the level of serious crime	Public Safety and Regulatory (cont'd)	Police Services Division (cont'd)	Research and analyze all aspects of organized crime in BC: • Complete an outline of a second report (Phase II) detailing the scope and nature of organized crime	• Phase II report completed • Advice to the Attorney General provided, legislative and policy gaps identified	• Improved targeting of organized crime in BC
#3 Protect the community from high risk and violent offenders	Public Safety and Regulatory (cont'd)	Security Programs Protective Services PISA/Firearms	Maintain the quality and efficiency of the criminal records adjudication process: • Conduct criminal records checks	• # of records checks processed	

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
		2000/01 Budget: $1,889,000 FTE: 24	• Reduce the length of time from criminal records hit to completion of adjudication • Register protection orders and provide access to accredited agencies Improve agency and public access to relevant information • Establish website for access by accredited agencies to Protection Order Registry • Conduct assessments of high-risk violent offenders and provide advice to communities • Assess public access to information	• average time from hit to completion of adjudication • % of restraining orders generated which are entered into Protection Order Registry • Website established • # of assessments completed • Recommendations on actions completed	• Communities and victims feel better informed and protected
#11 Safeguard consumer and public interests through more effective programs and regulatory practices	Public Safety and Regulatory (cont'd)	Security Programs (cont'd)	Protect the public through effective regulation of the security industry and firearms • License and inspect private investigators and security agencies • License, monitor and investigate gun owners, businesses and monitor the transfer of firearms ownership Promote the development of professional standards in the security industry • Support establishment and operation of professional association • Operate Private Investigator Security Agency Act (PISA) Advisory Board	• # of security employee licenses received, issued and refused • # of security business licenses received, issued and refused • # of Firearms acquisition Certificates (FCAs) received, issued, refused • Coordinate two meetings per year	
#8 Protect the rights of all members of society, particularly those who are more vulnerable	British Columbia 2000 2000/01 Budget: $15,490,000 FTE: 4		Provide communities and neighbourhoods across B.C. with local legacies and lasting memories of a unique moment in the history of our province and the world: • Community Spirit Grants - Provide up to 50 % funding to a maximum of $200,000 for capital projects and $25,000 for non-capital projects	• $18.25 million announced and allocated	• Increased sense of pride in history, enthusiasm and optimism for the province's future by British Columbians • Increased recognition for

1. Strategic Goal	2. Branch	3. Program	4. Key Objectives and Deliverables	5. Performance Measures Outputs	6. Performance Measures Outcomes
			• Millennium Arts & Heritage Fund - Awards grants for projects in the arts, culture and heritage sectors • British Columbia Book - Visit 220 plus communities around the province during 2000 to give the British Columbians a chance to sign their names in a historic document • British Columbia 2000 Exhibit Tour - Provide a five-month travelling display portraying British Columbia's past, present and future, with B.C. students hired to take the displays to 41 communities across the province • BC2000 Book Awards – Provide the awards to worthy books published in the province and contribute $250,000 towards all school libraries purchasing the winning titles • Homecoming 2000 – Operate a postcard program encouraging British Columbians to return to their home towns to celebrate during the year 2000	• $1.75 million announced and allocated • 220 communities visited, the book compiled by January 1, 2001 • A least 41 BC communities visited • Awards announced and contributions made to school libraries • Program delivered in a cost-effective manner	*British Columbia 2000* • Increased support to small, community-driven projects and province wide initiatives • *British Columbia 2000* is recognized by British Columbians as a professional, high quality and objective program both in content and delivery

Notes:
ABCs – Agencies, Boards and Commissions FPPT – Federal/Provincial/Territorial MOU – Memorandum of Understanding OIC – Order in Council RFL – Request for Legislation

Appendix I: Environmental Scan - Update

In 1998, the Ministry undertook an environmental scan to identify key internal and external factors which could affect the Ministry's policies and operations. This environmental scan helped shape the Ministry Strategic Plan 1998-2001 and the Ministry Business Plan 1999/2000. Some findings from the scan are:

- There has been a decline in crime rates in BC over the past few years - partly due to a changing demographic profile. This decline is expected to continue.

- The province has experienced a high volume of international immigrants and retirees from other provinces who may be unfamiliar with the structure and principles of our justice system, and present special needs for legal education, translation, interpretation and service delivery.

- British Columbians are most concerned about violent crimes and those that victimize children. Most continue to feel that crime is increasing (especially among youth), that the justice system is too lenient, and that respect for law is in decline.

- Crime prevention programs are viewed by the public as a higher priority than law enforcement in reducing crime. However, there is strong support for tougher sentences, particularly for young offenders. There is support for alternatives to jail for non-violent, low risk offenders.

- Changes in family structure and dynamics are requiring changes in family law and the way justice services are delivered in the areas of divorce, child custody, access, support and protection.

- Criminal court resources have been challenged by a growing population, increasingly complex cases and changing policies and practices. Criminal case backlog and delays have been a major concern. There are also delays in small claims courts.

- The correctional system is experiencing dramatic increases in pre-trial workloads (persons in remand, bail supervision). Significant community resources are being applied to programs to protect vulnerable persons, such as victims of spousal or sexual assault.

- Family structure and dynamics are changing. Family law and the way justice services are delivered are undergoing corresponding changes in the areas of putting pressure on family courts and services.

The Ministry will undertake another environmental scan in 2000 to provide context for its 2001/2004 strategic plan. It is expected that this scan will confirm the impact of new Ministry initiatives over the past two years, particularly in the areas of combating organized crime and reducing court case backlog.

Appendix II: Glossary of Terms

Deliverable	Specific action aimed at achieving a certain objective.
Environmental Scan	The environmental scan provides a ministry with critical information for thinking about, deciding upon, and preparing its future course of action. It provides an internal assessment of the ministry's strengths and weaknesses and examines factors within the ministry that can positively or negatively affect its ability to accomplish its mission, goals and objectives. As well, it provides an assessment of external forces that can have a significant impact on the ministry.
Goal	A general statement of desired results to be achieved over time.
Mandate	A mandate statement may refer to the enabling legislation or authority establishing an entity, and to any other acts, regulations or related policy that direct or shape the programs the organization delivers.
Mission	A mission statement describes the reason for the ministry's existence. It defines what the ministry does, why it does it and for whom.
Objectives	Specific results the ministry achieves along the way toward reaching its goals.
Outcome Measure	A measure of the impact of ministry program and activities on clients, the public, or society as a whole.
Output Measure	A measure of the direct results of the program or service the ministry provides.
Strategy	The means to an end, the method for achieving a particular goal.
Values	Value statements are the expression of the ministry's fundamental beliefs. They define the ministry's management style, organizational values and rules of personal and organizational behaviour.
Vision	A vision statement is a clear and compelling picture of the ministry's preferred future.